

EXHIBIT 18



BPM.com Intelligent Automation Market Study

Intro

Thank you for participating in the 2018 BPM.com Market Survey on experiences and investment plans around Business Process Management and Workflow Automation software platforms. This is the type of software offered by vendors such as *Appian*, *IBM*, and *Pegasystems*, and may also be referred to as “Intelligent Automation” and “Digital Transformation Platforms.” Other vendors include those found in guides such as Garter's report on “Intelligent Business Process Management Suites (iBPMS).” For the sake of simplicity, in this survey we will refer to them as “iBPMS platforms.”

The purpose of this confidential research is to help the customers (like you) of solution and platform providers, by capturing a greater understanding of your needs, wants, experiences and objectives. Please note that no third party will ever see your response. All answers will be anonymous and aggregated. All answers will be held in the strictest confidence.

The survey will take approximately 15 minutes to complete. Again all answers will be kept strictly confidential, and all individual responses will be permanently destroyed once the results are compiled. Only aggregated results will be stored and presented.

All respondents will receive a digital copy of “*Digital Transformation*” a new book published by FSI and with a forward from noted author Nathaniel Palmer, as well as the complete set of survey results.

Question Title

* 1. Where Are You Located? 0

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Country

United States

Argentina

Australia

Austria

Belgium

Brazil

Canada

Chile

China

Colombia

Czech

Denmark

France

Germany

Greece

Hong Kong

Hungary

Iceland

India

Indonesia

Ireland

Israel

Italy

Japan

Malaysia

Mexico

Netherlands

New Zealand

Norway

Philippines

Poland

Portugal

Russia

Republic of Korea

Worldwide

Please Choose the Country Where You Are Located:

BPM005057

Country

Arabia

Africa

Korea

Tuvalu

Emirates

Kingdom

Turkey

Thailand

Taiwan

Switzerland

Saudi

Sweden

Singapore

South

South

Spain

United Arab

United

Please Choose the Country Where You Are

Located: Country menu

Question Title

* 2. Please Identify the Industry Segment Which Best Describe Your Organization: 0

Services

Biotech

(civilian or defense)

Government

Contractor

contractor)

services)

NGO

SI)

Products/CPG

Logistics

Banking or Financial

Pharma or

Insurance

Retail

State or Municipal

Government-related

Software/IT Services (other than government

Telecom (including any/all online

Non-Profit or Government-related

Business Services (not IT consulting or

Media or Entertainment

Transportation or

Manufacturing (any/all

Healthcare

Federal Government

Consumer

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sectors
12 or university)

Energy or Mining
Automotive

Education (K-

Question Title

* 3. Which of the Following Best Describes Your Job Function?
(Choose one) 0

Product Marketing
Developer
Assurance
Architect
CFO)
Manager
Practitioner
Developer

External Consultant

Software
Testing or Quality
Enterprise Architect or Chief
Executive (CEO, COO,
Business or Line of Business
Business Analyst or Process
IT Manager/IT
HR Manager or Human Performance Practitioner

Product Development or

Question Title

* 4. Which of the Following Best Describes YOUR ROLE as it Relates to Specific Business Process Initiatives at Your Current Place of Employment? 0

Requirements
Specification
Initiative
Consultant/Supplier
initiatives)

End User

Design IT
Financial Sponsor of
Outside

Define Business

None (no rolled played in business process

fl

Question Title

* 5. How Many Individuals are Employed in TOTAL at Your Organization?
(both W-2 employees and Full-Time Contractors)
0

contractor)

Just One (sole-proprietor or independent
2-99

100-

500
2500
5000501-1000
2501-50001001-
>**Question Title****6. Please Rank the Following Initiatives/Innovation Areas 0**

	Already Underway	Planned for 2019	No Plans
Intelligent Process Automation (specifically by that name)	Intelligent Process Automation (specifically by that name) Already Underway	Intelligent Process Automation (specifically by that name) Planned for 2019	Intelligent Process Automation (specifically by that name) No Plans
Digital Transformation (specifically by that name)	Digital Transformation (specifically by that name) Already Underway	Digital Transformation (specifically by that name) Planned for 2019	Digital Transformation (specifically by that name) No Plans
Application Modernization (significant replatforming)	Application Modernization (significant replatforming) Already Underway	Application Modernization (significant replatforming) Planned for 2019	Application Modernization (significant replatforming) No Plans
Decision Automation or Rules Management	Decision Automation or Rules Management Already Underway	Decision Automation or Rules Management Planned for 2019	Decision Automation or Rules Management No Plans
AI and Machine Learning (in any area)	AI and Machine Learning (in any area) Already Underway	AI and Machine Learning (in any area) Planned for 2019	AI and Machine Learning (in any area) No Plans
Robotic Process Automation (RPA)	Robotic Process Automation (RPA) Already Underway	Robotic Process Automation (RPA) Planned for 2019	Robotic Process Automation (RPA) No Plans
AI-Powered Customer Experience (including AI-enabled Chatbots)	AI-Powered Customer Experience (including AI-enabled Chatbots) Already Underway	AI-Powered Customer Experience (including AI-enabled Chatbots) Planned for 2019	AI-Powered Customer Experience (including AI-enabled Chatbots) No Plans
Introduction of Robotic Workforce or "Cobots"	Introduction of Robotic Workforce or "Cobots" Already Underway	Introduction of Robotic Workforce or "Cobots" Planned for 2019	Introduction of Robotic Workforce or "Cobots" No Plans

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	Already Underway	Planned for 2019	No Plans
BPMN-specific Process Modeling/Architectural Modeling	BPMN-specific Process Modeling/Architectural Modeling Already Underway	BPMN-specific Process Modeling/Architectural Modeling Planned for 2019	BPMN-specific Process Modeling/Architectural Modeling No Plans
Process Improvement (including but not limited Six Sigma)	Process Improvement (including but not limited Six Sigma) Already Underway	Process Improvement (including but not limited Six Sigma) Planned for 2019	Process Improvement (including but not limited Six Sigma) No Plans

Please add any similar initiatives not listed above

Question Title

* 7. How Many Sources of Data Are Required to Present a Complete 360-Degree View of Any Given Customer? 0

1 Number of Separate Datastores or Systems of Record 30

Question Title

* 8. On a Scale of 1 to 10, How Important is Local Control of Application Data 0

1 1 = Data Can Live Anywhere; 10 = Data MUST BE Inside Our Data Center 10

Question Title

* 9. How Many Sources of Data are Required in the Performance of Your Standard Business Operations That Reside Within the Systems of Business Partners or Otherwise Outside of Your Direct Control? 0

0 Number of Partner/External Datastores or Systems of Record 30

Question Title

* 10. Separate From Local Control of Application Data, on a Scale of 1 to 10 What is Your Firm's **Attitude Towards and Overall Prioritization of Cloud Computing?** 0

1 1 = little to no support for Cloud; 10 = 100% Cloud-first for all New or Existing IT 10

Question Title

* 11. This Question Relates to the Evaluation of Software Platforms from Vendors such as *Appian*, *IBM*, and *Pegasystems*. Please Rank the Following Based on How Your Firm Either **Prioritized the Evaluation and**

Selection Criteria a Chosen Software Platform, or Otherwise Would Were You to do so Today. **Please Rank Based**
1=Top Priority, 2=2nd Priory, 7=Least Priority, etc. 0

	2	4	1	3	5	6	7
It is the Same Platform Used by the Majority of Our Industry Peers	2	4	1	3	5	6	7
It Offers a "Low Code" or "No Code" Development Environment Usable by Non-Programmers	2	4	1	3	5	6	7
It is Deployed in the Cloud in a True, SaaS/Multi-tenant Capacity	2	4	1	3	5	6	7

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7

6

The Technical Skills and Infrastructure Required Match Our Internal Standards

1

2

3

4

5

6

7

We can Find Experienced Developers for This Platform Readily Available in our Labor Market

1

2

3

4

5

6

7

The License Price or Other Purchase Costs Make the Cheapest Option to Get Started With

1

2

3

4

5

6

7

It is Offered Freely Available and With Open Source Licensing

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P2: BPM Investment Experience

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BPM Investment Experience

This Section Focuses on Current Experience and Investment With Programs and Technologies Identified Earlier (e.g., software platforms from vendors such as *Appian*, *IBM*, *Pegasystems*, as well as other software vendors found in guides such as Garter's report on "*Intelligent Business Process Management Suites*.")

PLEASE NOTE: all of these responses will be held in the STRICTEST CONFIDENCE and not shared with any party other than in an aggregated format (stripped of any company identification)

Question Title

* 12. Please Describe the Scope of This Initiative 0

function)	Application Specific (introduce application or specific
department)	Departmental (multiple processes, single
Enterprise	Multi-Department, But Not
	Enterprise Horizontal (few processes, but across the

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enterprise)
processes)

Enterprise Platform (used for a growing portfolio of

Question Title

* 13. Who (by Role or Group) Funded This Initiative? (Please choose one): 0

Manager	Senior Management (other than CIO)	CIO or IT
Program Owner	Marketing	Line-of-Business or
partner)	External Source (grant, parent company, business	
Other (please specify)		

Question Title

* 14. How likely is it that you would recommend this vendor to a personal friend or immediate family member? 0

1 (1 being LEAST likely and 10 being MOST likely) 10

Question Title

* 15. Please estimate the Amount of TIME in Weeks Spent On Each of the Following: (estimate number of weeks for each area) 0

Tool Selection and Procurement
Project Setup and Requirements Development
Platform Deployment Rollout
Discovery and Analysis of Processes and Business Rules
Process Configuration (translation of rules/process models to software)
Data Model/Data Structure Analysis/Rationalization/Implementation
Software/Service Integration (design and implementation)
UX/UI Design and Implementation
All Testing (Function/Nonfunctional/Performance/Regression)
Release Rollout / Application Deployment
Training and Other User Change Management
Other (not represented above)

Question Title

* 16. Please Rank Your Overall Satisfaction With Your Relationship With This Vendor 0

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1 (1 being LEAST and 10 being MOST Satisfied) 10

Question Title

* 17. How Satisfied are you With the Ability to Integrate Data, Application Services, and/or Other Software With This Platform? 0

1 (1 being LEAST and 10 being MOST Satisfied) 10

Question Title

* 18. Please Estimate How Much Your Organization Has Spent TO DATE specific to iBPMS Software Purchases 0
 TOTAL on iBPMS Software Licenses
 TOTAL Personnel Costs for Implementation and Integration (internal labor and/or external services)
 On-going Development and Maintenance (annualized)
 Other Costs Relative to Rollout

Question Title

* 19. How Many **Alternative or Competitive Vendors** Did You Consider Before Making Your Final Selection? 0

1 Please Estimate the Total Number of Options Considered 20

Question Title

* 20. Please Rank Your Satisfaction With the Level of Security With This Platform/Product. 0

1 (0 being LEAST and 10 being MOST Satisfied) 10

Question Title

* 21. Please Rank Your **Overall Satisfaction With Your Relationship** With This Vendor 0

1 (1 being LEAST and 10 being MOST Satisfied) 10

Question Title

* 22. On a Scale of 1 to 10, Please Rank How Working With This Platform and/or Vendor Will Affect Your Career 0

1 (1 being VERY NEGATIVE and 10 being EXTREMELY POSITIVE) 10

Question Title

* 23. Please Share Any Additional Thoughts on How to Improve This Software: 0

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P3: Staffing, Workforce, and Program Dimensions

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Staffing, Workforce, and Program Dimensions

The next questions relate to your program and project size, as well as your firm's current use of Competency Centers and Centers of Excellence (CoE). This information helps use understand which practices and team cultures align best with these initiatives. Your candor and cooperation is greatly appreciated. As with all other aspects of this survey, your answers will be held in strictest confidence.

Question Title

* 24. Regarding the Composition of Teams Involved With This Initiatives, Please Estimate the Number of FTEs (Full-Time Equivalents) Who Fall Into Each of the Roles Listed Below: (please answer 0 for none -- do not leave any cells blank) 0

Project Managers

Domain Expert/Subject Matter Experts (SMEs)

Business Process Modelers (exclusive of other roles)

Enterprise Architects or Solution Architects
Data Architects
DBAs/DBDs (other than Data Architects)
General Programmers (exclusive of other roles)
Platform/Product-specific Developers
QA or Testing Roles (exclusive of other roles)
Integration Architects
Security Analysts/Engineers
Outside Technical Staff
Trainers or Other Change Management Roles
Other Roles Not List Above

Question Title

* 25. Please Identify Measures Used in the Calculation of Financial Payback and/or Return On Investment (ROI)
Specifically 0

Customer Satisfaction/Feedback
Employee Retention
Cost Per Sale
Profit Per Account
Cost Per Transaction
Return On Assets (ROA)
Return On Capital Employed (ROCE)
Return On Equity (ROE)
Inventory Turnover
Reduction of Cost Of Goods Sold
Elimination of FTEs
Elimination of Outside Services
Other (please specify)

Question Title

* 26. Please Identify the Measured Financial Benefit That Was Generated as a Result of This Initiative, For
Example "*payback in 18 months*" or "*33% positive ROI in year 2*":

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0

Question Title* 27. How Many Releases Have You Completed or Do You Plan to Complete Each Year? 0

1

Number of Releases Per Year**36****Question Title**

* 28. Regarding Your Firm's Current use of Competency Centers and Centers of Excellence (CoE) Please Identify Which of the Following Focus Areas Apply: 0

Continuous Process Improvement and/or Business Process Re-engineering

Application Development (not limited to BPM/RPA or Automation Initiatives)

Intelligent Automation Initiatives (including BPM/RPA/Other)

Digital Transformation or Business Transformation

Data Integration and/or Integration Competency Center

BPM and/or Case Management

Mobile Application Development

None -- no formal COE or Competency Center

Focused on a Single Software/Platform Vendor

Question Title* 29. Please Identify The Statement Which Best Describes the Effect This Initiative, Including the Creation of COE's or Competency Centers, on Staff and Organizational Structure 0

New Area of the Organization Involving New

Hires

New Area Composed Entirely or Mostly of Existing

Staff

Rebranding of Existing Unit With No Impact on Staff

Question Title

* 30. What Is the Time Frame Used For Measuring Project Success? (please select the ONE answer which best applies to your company): 0

Positive ROI Required Within 3 Years

Positive ROI

Required Within 2 Years

Project Must Break-Even in First

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Year
 Year
 If "Other" was selected, please describe:

Project Must be Profitable in the First
 Other or None of the Above

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P4: Final Page

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Final Page

This is the LAST PAGE. Please complete the remaining questions below. As a final reminder, this survey focuses on your experience and impressions of software platforms from vendors such as *Appian*, *IBM*, and *Pegasystems*.

All of your answers will be held in the STRICTEST CONFIDENCE and not shared with any party other than in an aggregated format (stripped of any company identification)

Question Title

BPM005070

* 31. What Is The Preferred Pricing Model For You To Invest In Process Automation Software? (Please choose one): 0

CPU Price per user Service Level Agreement Price per Single,
fixed price for development environment (plus annual maintenance fee) Price per process
managed or per single-process application Subscription fee based on processing volume and
usage Open Source Licensing (free of license costs)

Question Title

* 32. Please Rank the Follow Areas Relative to Current/Future Plan for Digital Transformation and Intelligent Automation 0

	No Plans	Planned	Current
Investigation and/or Adjudication	Investigation and/or Adjudication No Plans	Investigation and/or Adjudication Planned	Investigation and/or Adjudication Current
Security (Security Event Management)	Security (Security Event Management) No Plans	Security (Security Event Management) Planned	Security (Security Event Management) Current
Procure-to-Pay	Procure-to-Pay No Plans	Procure-to-Pay Planned	Procure-to-Pay Current
Order-to-Cash	Order-to-Cash No Plans	Order-to-Cash Planned	Order-to-Cash Current
Case Management	Case Management No Plans	Case Management Planned	Case Management Current
Workforce Scheduling or Assignment Management	Workforce Scheduling or Assignment Management No Plans	Workforce Scheduling or Assignment Management Planned	Workforce Scheduling or Assignment Management Current
Back Office Operations (other than general IT)	Back Office Operations (other than general IT) No Plans	Back Office Operations (other than general IT) Planned	Back Office Operations (other than general IT) Current
Compliance Management	Compliance Management No Plans	Compliance Management Planned	Compliance Management Current
Customer Service	Customer Service No Plans	Customer Service Planned	Customer Service Current
Employee On-Boarding	Employee On-Boarding No Plans	Employee On-Boarding Planned	Employee On-Boarding Current
IT/MIS (i.e., ITIL or similar)	IT/MIS (i.e., ITIL or similar) No Plans	IT/MIS (i.e., ITIL or similar) Planned	IT/MIS (i.e., ITIL or similar) Current
Manufacturing/Fulfillment	Manufacturing/Fulfillment No Plans	Manufacturing/Fulfillment Planned	Manufacturing/Fulfillment Current

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	No Plans	Planned	Current
General Accounting/Financial	General Accounting/Financial No Plans	General Accounting/Financial Planned	General Accounting/Financial Current
Risk Management (not specific to compliance)	Risk Management (not specific to compliance) No Plans	Risk Management (not specific to compliance) Planned	Risk Management (not specific to compliance) Current
Sales and Marketing	Sales and Marketing No Plans	Sales and Marketing Planned	Sales and Marketing Current
Other (please specify)			

Question Title

* 33. What are the Expected Benefits From Automation That Your Currently Has or Would Seek From Digital Transformation? 0

Lower Cost of Operations

Ability to Better Deploy/Manage IT Resources

Faster Time-to-Market of New Products/Services

Reduction of Initial Deployment Costs/Time

Lower Long-Term IT Support Costs

Greater Control of End-to-End Process

Lower Headcount (Smaller Staff/Fewer FTEs)

Greater Customer Service/Better Quality of Experience

Easier Customer Self-Service/Lower Support Costs

Greater Visibility and Operational Insights

Improved Consistency/Regularity/Predictably of How Work is Performed

Please identify any relevant metrics not shown above

Question Title

* 34. You may complete this survey anonymously, however, we would appreciate the chance to follow up with you. You may also [email us directly by simply clicking here](#) and dropping us a quick note. To be enter into the drawing, as well as to receive a copy of the survey results, please either send us email or enter your data below. 0

First and Last Name:

Current Job Title:

Company Name:

Email:

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Question Title

* 35. LAST QUESTION: in Your Own Opinion, Based on Whatever Measure you Choose, Who are the Top Three Vendors in the iBPMS and/or Digital Transformation Platform Space? 0

#1

#2

#3

Please click below to submit your response.

As soon as your submission is received you will be able to download your digital copy of "*Digital Transformation*" a new book published by FSI and with a forward from noted author Nathaniel Palmer. If you provide contact details, you receive the complete set of survey results as soon they're

compiled.

0

or Copy and paste questions

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